



ABSTRACT AND BIOGRAPHY

TRIPLE Cs: Collaboration, Communication and Coordination

Quality goods and services have always been in high demand. However, far too often, organizations fail to deliver because they struggle to balance the roles of project management, business analysis and stakeholder management. The end result is the "Triple Constrained"—a siloed community of project managers, business analysts and stakeholders that operates with little to no collaboration, cooperation or coordination.

Understanding the roles of each discipline and how to leverage each others' perspective is critical to the success of any project. Without clearly defined requirements, a project manager has nothing to deliver or struggles to keep the scope of the project in line with the stakeholder's business need. Control over the project's schedule and cost is lost when effective project management processes are overlooked. And, when business owners or stakeholders communicate poorly defined project requirements, even a perfectly executed project plan may not meet the business needs.

In this presentation, participants will learn how to align their most critical resources in order to realize the delivery of quality goods and services. The presentation will demonstrate the development of the foundation from which all projects evolve — from enterprise architecture to program management and finally into project management and business analysis.

Glenn Brûlé
Director of Client Solutions
ESI International

Glenn Brûlé, Director of Client Solutions for ESI International, has more than 18 years of experience in many facets of business, including project management, business analysis, software design and facilitation. At ESI, he is responsible for supporting a global team of business consultants working with Fortune 1000 organizations. Glenn's background as an educator, communicator and business consultant has served him well through his many client engagements. These engagements have focused on understanding, diagnosing and providing workable business solutions to complex problems across various industries, including financial services, manufacturing, pharmaceutical, insurance and automotive, as well as government agencies.

In addition to his position at ESI, Glenn is a founding member and serves as a Director at Large for the International Institute of Business Analysis (IIBA). Glenn's primary responsibility is to form local chapters of the IIBA around the world by working with volunteers from such countries as Italy, India, Singapore, China, Japan, Germany, and the Czech Republic to name a few.

Glenn is a frequent speaker at professional association meetings and conference around the world, including ProjectWorld/World Congress for Business Analysts and IIBA.



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events. Glenn has authored numerous articles on business analysis and was instrumental in the development of two ESI white papers: "Eight Things Your Business Analysts Need to Know—A Practical Approach to Building and Improving Competencies" and "Establishing and Maturing a Business Analysis Centre of Excellence—the Essential Guide."